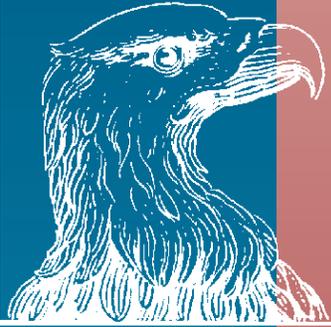
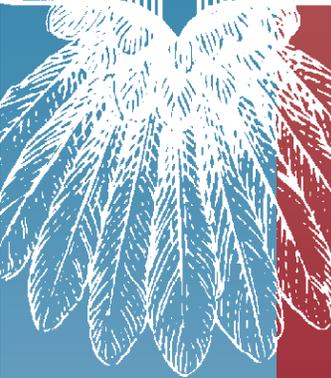
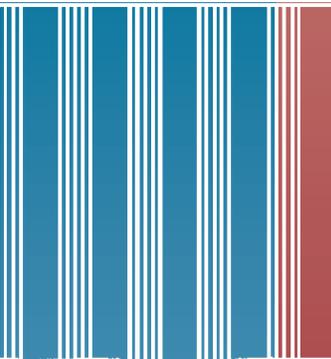


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Ducit*



U.S. General
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Governmentwide Real Property

Performance Results



Governmentwide Baseline



Private Sector Performance



Building Profiles



Return to Office of Real Property



Return to Office of Governmentwide Policy



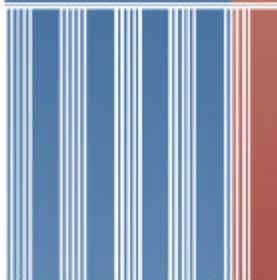
Return to U.S. General Services Administration

This publication last updated December 1998

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*Amor Patriae
Ducit*



U.S. General
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Governmentwide Real Property

Performance Results

i



U.S. General Services Administration
Office of Governmentwide Policy
Office of Real Property
Evaluation and Innovative Workplaces Division

December 1998



Foreword

The Office of Governmentwide Policy is pleased to issue ***Governmentwide Real Property Performance Results***. We issued the *Governmentwide Real Property Performance Measurement Study* in June 1998. That study derived 7 key indicators of real property performance, proposed a voluntary benchmarking effort to estimate them, and set the stage for the premier edition of *Performance Results*. This publication provides baseline estimates of Federal real property performance, includes private sector benchmark data for comparative purposes, and highlights representative facilities from the diverse Federal office building inventory. We plan to build and expand on this effort with future editions of *Performance Results*.

I would like to recognize David Bibb whose Office of Real Property undertook this research effort. With the guidance of Marjorie Lomax from the Evaluation and Innovative Workplaces Division and under the direction of team leader Stan Kaczmarczyk, the project team of Chris Coneeny, Shirley Morris, Rebekah Pearson and Ron Whitley produced this initial real property

performance assessment. Additionally, we would like to recognize the contributors from the Federal real property community, without whom this analysis would not have been possible.

The Office of Governmentwide Policy presents this information to the Federal real property community with the hope that it leads to more informed decision-making and improved asset management. Organizations throughout the world in both the private and public sectors have made performance measurement, benchmarking and strategic planning part of their cultures. We want to lead the Federal real property community down this same path, consistent with the recommendations and expectations of the National Partnership for Reinventing Government and the Government Performance and Results Act of 1993.



G. Martin Wagner
Associate Administrator
Office of Governmentwide Policy
U.S. General Services Administration

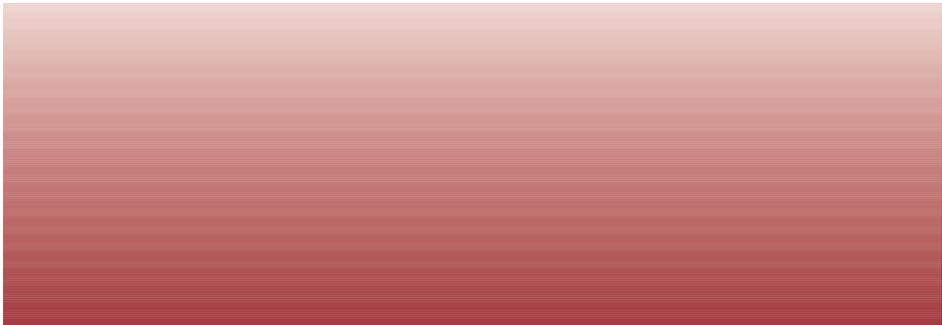


Table of Contents

Executive Summary	1
Governmentwide Baseline	3
Background	3
Summary of Results	4
Cost per square foot (owned)	4
Vacancy rate	6
Cost per square foot (leased)	7
Cost per person	7
Customer satisfaction	10
Employees housed	12
Total square feet	13
Acknowledgments	13
Private Sector Performance	15
Introduction	15
Role of the Logistics Management Institute	15
Private Sector Performance Data	16
Building Profiles	25
Observations and Recommendations	51
Observations from the Data	51
Quality of the Data	52
Recommendations and Next Steps	53



*Governmentwide
Baseline*



*Private Sector
Performance*



Building Profiles

Executive Summary

The following table summarizes Governmentwide performance on the 7 key indicators, as estimated by our analysis of the sample data:

Measure	Federal Government Baseline
Cost per square foot (owned)	\$4.36 per rentable square foot
Vacancy rate	9.3 percent
Cost per square foot (leased)	\$20.16 per rentable square foot
Cost per person	\$10 to \$12 thousand per person
Customer satisfaction	74 to 80 percent satisfaction
Employees housed	1,837,000 FTE
Total square feet	629,550,000 rentable square feet of office space

We conclude that Governmentwide performance:

- Tends towards the lower end of the private sector range of performance on cost per square foot (owned);
- Is comparable on cost per person and customer satisfaction; and

- Tends towards the higher end of the private sector range for cost per square foot (leased) and vacancy rate.

We were pleased at the extent of non-General Services Administration (GSA) participation in the benchmarking project. Over 31 percent of the sample consists of facilities controlled by agencies other than GSA.



<http://policyworks.gov/realproperty>



Governmentwide Baseline



Private Sector Performance



Building Profiles

Governmentwide Baseline

Background

In August 1997, the Office of Real Property began its performance measurement initiative. Although GSA is known as the “Government’s landlord,” it controls only approximately 40 percent of the Federal office space inventory (and only 10 percent of total Federal space). While GSA’s Public Buildings Service (PBS) compiles data on GSA facilities, our challenge was to measure real property performance on a Governmentwide basis.

We formed an interagency working group in order to obtain broader input and buy-in. We also held an agency meeting for comments on our draft study. The process we followed to derive the 7 key indicators of real property performance is described in the *Governmentwide Real Property Performance Measurement Study*, released in June 1998. That publication also called for voluntary data submission from Federal agencies to support the establishment of the baseline measures for the key indicators. We discuss the challenges and shortcomings of the data collection process in a later section.

In this section of *Performance Results*, we summarize the results of our first ever attempt to collect Federal real property performance data. Since it is important to establish a baseline, we did not allow gaps in the data, interpretation problems, or less-than-optimal participation to deter us from presenting results. Despite the shortcomings, the information in this section is reasonably accurate and represents a giant leap forward for Federal real property performance measurement. We believe that this information will be useful for Federal real property professionals and that it will contribute to more comprehensive strategic planning and improved asset management decisions.

These 7 key indicators are broad and cover office space only. We chose to limit the initial effort since a complex effort with many measures would never have gotten off the ground. We hope to expand the depth and scope of our Governmentwide performance measurement efforts in future editions.

Summary of Results

Measure	Federal Government Baseline
Cost per square foot (owned)	\$4.36 per rentable square foot
Vacancy rate	9.3%
Cost per square foot (leased)	\$20.16 per rentable square foot
Cost per person	\$10 to \$12 thousand per person
Customer satisfaction	74 to 80 percent satisfaction
Employees housed	1,837,000 FTE
Total square feet	629,550,000 rentable square feet of office space

Cost Per Square Foot (Owned)

Definition

The cost per square foot (owned) is the total cost for cleaning, maintenance, and utilities for the facility divided by the rentable square feet. The cost is expressed in fiscal year 1998 dollars. The component costs of the cost per rentable square foot (owned) measure are defined as follows:

Cleaning

Includes labor costs for in-house and contract service, payroll, taxes, and

fringe benefits, plus salaried supervisors and managers, as well as expenses related to routine equipment and supplies required for daytime and nighttime cleaning of offices, elevators, public areas, rest rooms and windows. Also includes the costs of specialized cleaning services such as trash removal, recycling, window washing, and carpet cleaning plus the costs of roads and groundskeeping services.

Maintenance

Includes all expenses required for general repairs, maintenance, and upkeep of the facility. Labor costs include payroll, taxes, and fringe



benefits for employees and contracted workers (operating engineers, general maintenance personnel, and chief building engineers). Repairs and maintenance items include elevators; heating, ventilation, and air conditioning; electrical; structural/roof; plumbing; and fire and life safety systems as well as maintenance supplies.

Utilities

Includes the cost of all utilities (electricity, gas, oil, purchased steam and hot water) used by the facility and its occupants.

We requested that agencies submit the cleaning, maintenance, and utility cost for each facility. If agencies were unable to track the 3 component costs separately, they were asked to submit the total cost for the Government-owned facility.

Baseline Measure

The baseline measure for cost per square foot (owned) is \$4.36 per rentable square foot. We derived this measure from the total cleaning, maintenance, and utility cost for 131,991,414 rentable square feet of owned office space in the Governmentwide sample. This square footage represents approximately 26 percent of the

Government-owned office space inventory.

Data Concerns

Some agencies submitted only the total cost for each facility, as they do not track the component costs. One agency submitted its total agency-owned inventory and the cleaning, maintenance, and utility costs for the entire inventory. The agency was unable to break down the costs for each facility.

Certain agencies submitted their data in either gross square feet or usable square feet. The measures in this report are all in rentable square feet. We used conversion factors of 10 percent to reduce the gross square feet to rentable and 15 percent to increase the usable square feet to rentable. While this conversion may not yield the exact size of the Federal inventory, the project team determined it was important to use a standard set of units for this measurement effort.

Agencies also reported their data in various fiscal years. The project team escalated all costs to fiscal year 1998 dollars at a rate of 2.3 percent per fiscal year to ensure an accurate comparison between facilities.

Some agencies submitted data for buildings that are part of a larger

unit, such as an administration building in a Government lab complex or a military installation. The agencies were unable to separate the component costs for the office space facilities from the rest of the complex. The agencies submitted just the square footage for the office space facility. We omitted these facilities from the sample determining the cost per square foot (owned), but we used them in developing the baseline vacancy rate.

Vacancy Rate

Definition

The vacancy rate is the percentage of building area not occupied or obligated compared to total building area.

Baseline Measure

The baseline measure for vacancy rate is 9.3 percent. We derived this measure from a total of 179,909,249 rentable square feet of owned and leased office space in the Governmentwide sample. This square footage represents approximately 29 percent of the total office space inventory.

Data Concerns

Certain agencies submitted their data in either gross square feet or

usable square feet. The measures in this report are all in rentable square feet. We used conversion factors of 10 percent to reduce the gross square feet to rentable and 15 percent to increase the usable square feet to rentable. While this conversion may not yield the exact size of the Federal inventory, the project team determined it was important to use a standard set of units for this measurement effort.

The total inventory for developing the vacancy rate exceeds the sum of the inventory used to develop estimates for cost per square foot (owned) and cost per square foot (leased). For certain facilities, agencies were unable to submit cost data. We omitted these facilities from the sample determining the two cost per square foot measures, but we used them in developing the baseline vacancy rate.

Agencies reported vacant square feet in several different forms. Most agencies submitted the vacant space for each facility they submitted. One agency submitted the total vacant square feet, not broken out by building. Other agencies submitted an agency-wide vacancy rate. We derived the total amount of vacant square feet by applying the vacancy rate percentage to the total square



footage submitted. Then the amount of vacant space could be combined with other agencies to determine a Governmentwide vacancy rate.

Cost Per Square Foot (Leased)

Definition

The cost per square foot (leased) is the fully serviced rental rate. The cost per rentable square foot is expressed in fiscal year 1998 dollars.

Baseline Measure

The baseline measure for cost per square foot (leased) is \$20.16 per rentable square foot. We derived this measure from the fully serviced rental cost for 39,750,782 rentable square feet of leased office space in the Governmentwide sample. This square footage represents approximately 35 percent of the Government-leased office space inventory.

Data Concerns

Certain agencies submitted their data in either gross square feet or usable square feet. The measures in this report are all in rentable square feet. We used a conversion factor of 10 percent to reduce the gross square feet to rentable and 15 percent to increase the usable square feet to

rentable. While this conversion may not yield the exact size of the Federal inventory, the project team determined it was important to use a standard set of units for this measurement effort.

Agencies also reported their data in various fiscal years. The project team escalated all costs to fiscal year 1998 dollars at a rate of 2.3 percent per fiscal year to ensure an accurate comparison between facilities.

Some agencies submitted data for buildings that are part of a larger unit, such as an administration building in a Government lab complex or a military installation. The agencies were unable to separate the component costs for the office space facilities from the rest of the complex. The agencies submitted just the square footage for the office space facility. We omitted these facilities from the sample determining the cost per square foot (leased), but we used them in developing the baseline vacancy rate.

Cost Per Person

In September 1997, the Office of Real Property published the *Office Space Use Review*. That publication featured benchmark data on space utilization rates as well as a review

of emerging trends and best practices in space management. The latter discussion included a review of various alternative work environments and their impact on the traditional office. The *Office Space Use Review* argued for a more sophisticated approach to measuring space efficiency, one that went beyond simply tracking a traditional office space utilization rate. We advocated looking at cost-based measures as well. Since people are working in a variety of ways and places in addition to the traditional office building, we suggested that total cost per person might be a more relevant indicator.

Cost per person became one of our 7 key indicators of Governmentwide real property performance. We did not precisely define this indicator in the June 1998 *Governmentwide Real Property Performance Measurement Study*. Based on cost per person metrics compiled by AT&T and IBM (as discussed in “The Alternative Workplace,” *Harvard Business Review*, May-June 1998), as well as other research, we propose the following working definition of this key performance measure:

Cost per person is, in annual dollar expenditure per person, the sum of:

- Real estate (occupancy) costs
- Telecommunications costs
- Information technology costs

(Note that the definition as stated only applies to the numerator of the cost per person metric. We need to define the denominator in the context of full versus part time, permanent versus temporary, salaried versus contracted, traditional office versus offsite, etc.)

Since we did not finalize this definition earlier, we did not request cost per person data as part of our voluntary benchmarking effort in support of this baseline edition of *Governmentwide Real Property Performance Results*. In order to establish this indicator as a useful metric for management decisions, we propose to lead a formal benchmarking project beginning in early 1999. Ideally, we would like to have at least 6 organizations (major corporations, Federal agencies, other governments) come together to precisely define the metric, gather data, and review results. The participating organizations will share information among themselves. We will release a generalized set of results that

preserves the confidentiality of the participants for a wider audience.

We will formally invite selected organizations to participate in this benchmarking effort. Interested organizations may sign up to participate by contacting Stan Kaczmarczyk at (202) 501-2306 or stan.kaczmarczyk@gsa.gov

A major advantage of a formal benchmarking project is comparability of data. For example, it is not clear from the *Harvard Business Review* article that IBM and AT&T define cost per person exactly alike. We performed an analysis on

an organizational unit of GSA to estimate cost per person, based on the Federal Operations Review Model (FORM) analysis GSA conducted with the assistance of Arthur Andersen. Again, the result may not correspond exactly with the definitions used by IBM and AT&T. However, it is useful to look at the numbers to get a sense of the general scope of what we are talking about. In the interest of starting the cost per person discussion, and with the above caveats about data comparability, we summarize this information in the below table.

Organization	Data Basis	Cost Per Person
GSA organizational unit	1994	\$11,800
IBM	1994	\$14,300
IBM	1995	\$11,900
IBM	1996	\$9,700
IBM	1997	\$9,000
AT&T - traditional office	1998 Benchmark	\$12,000
AT&T - shared office	1998 Benchmark	\$7,500
AT&T - virtual office	1998 Benchmark	\$5,000

The preceding table suggests two important reasons why the cost per person indicator is one that we should track and benchmark:

- The IBM numbers suggest that paying attention to this cost can lower it and result in savings.
- The AT&T benchmarks imply that non-traditional work environments, in addition to providing flexibility and increasing employee satisfaction and productivity, may actually save money.

Establishing a cost per person range for the Governmentwide baseline on such sketchy information highlights the importance of the benchmarking project discussed above. There is plenty of available data on cost per square foot but precious little on cost per person. Based on the above table ***we estimate the current baseline for cost per person to be in the range of \$10,000 to \$12,000 per person.***

Customer Satisfaction

The team developed a baseline for this measure using the GSA, Public Buildings Service (PBS) customer satisfaction survey. PBS conducts

the survey annually and covers the entire GSA inventory over the course of 2 years. An independent contractor groups, tabulates, and reports the results to PBS. The PBS survey was the subject of the Federal Diary column in the *Washington Post* and an article in the *Real Estate Journal*, both dated September 3, 1998.

We based the 1998 baseline largely on the results of PBS's 1997 survey. According to PBS, 6 other agencies have conducted surveys of their own real property management and operations since 1994. Hopefully, by 1999 use of the survey will be prevalent and consistent enough for us to include hard data from other agencies in our Governmentwide customer satisfaction results.

In 1997, PBS surveyed 2,300 buildings housing approximately 296,200 Federal tenants. This represented about one-half of GSA's Government-owned and leased inventory. The survey consisted of 65 questions covering categories such as building and office environment, building services, procedures for requesting services, security, and management staff. Based on 65,000 responses (out of 186,000 surveys distributed - a 35 percent response rate), customer satisfaction with PBS services scored 80 percent nationally.

In August 1998, GSA submitted surveys to Federal employees that work in more than 3,500 buildings owned and leased by GSA. This is the completion of the survey program that began in fiscal year 1997 and covers the remaining GSA buildings and facilities eligible for the program. The results of this survey will be available sometime in early 1999 and can be obtained from Peter Ford of PBS, whose telephone number is (202) 501-0514 (or e-mail to peter.ford@gsa.gov).

Mr. Ford is also available to assist agencies that are interested in administering their own survey program.

Since 1993, when the survey program officially began, overall customer satisfaction with PBS -- provided building services has steadily risen, as indicated in the chart to the right. As a result of its survey program, PBS has determined that the following are principle **drivers of customer satisfaction**:

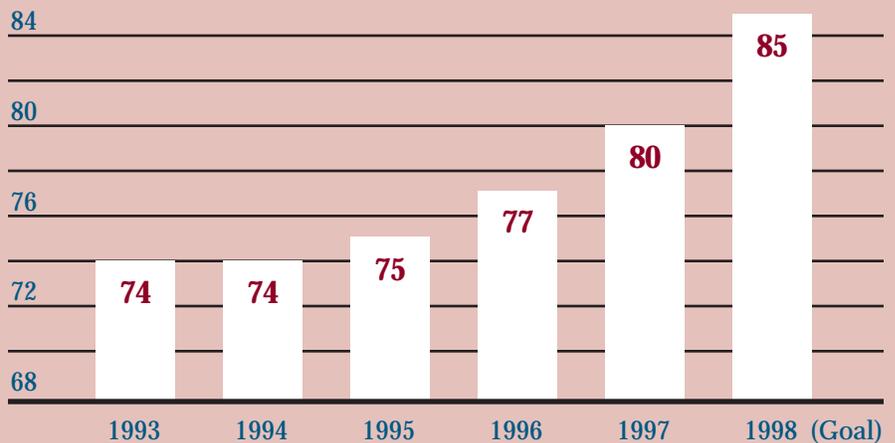
- Ease of doing business with regard to procedures for obtaining services
- Effectiveness of communication
- Understanding of customer needs by the Building Management staff

- Accommodation of unique requirements
- Flexibility of procedures for obtaining services
- Follow-up communication
- Timeliness of response by the Building Management staff
- Availability
- Reliability
- Quality of maintenance

Federal agencies are not the only organizations using the PBS survey to measure customer satisfaction. The Building Owners and Managers Association (BOMA) International,

Customer Satisfaction with GSA Provided Building Services

(Percentage level)



an international representative for owners and operators of commercial real estate, has adopted PBS's survey instrument for use by its membership. In addition, the International Facility Management Association (IFMA) uses a survey instrument with a similar structure.

We hope in the future that all Federal agencies will either adopt the PBS survey instrument, or conduct similar surveys using other instruments. In either case, each agency that conducts a customer satisfaction survey, and makes that information available, contributes to our effort to measure customer satisfaction on a Governmentwide basis.

Based on the limited data as discussed above, the team estimates ***the current baseline for this indicator to be in the range of 74 to 80 percent*** (as measured by the PBS survey). This range reflects PBS customer satisfaction scores over the past several years and assumes similar results for the same period in other agency buildings nationwide.

Employees Housed

Definition

The employees housed measure is the total civilian full time equivalents (FTE). The definition of FTE from the Office of Management and Budget is:

- One FTE is equal to one work year or 2,080 hours. The FTE takes into account part-time employment, temporary employment, and vacancies during the year. For example, one full-time employee and 2 half-time employees would count as 2 FTE but 3 positions.

The source of information is the Administration's Budget for Fiscal Year 1999.

Baseline Measure

The baseline measure for employees housed is 1,837,000 civilian FTE.

This figure is an estimate for fiscal year 1998.

Data Concerns

The project team realizes that the FTE is not an exact account of the number of people housed in Federal space. We present this to indicate the scope of the number of people that may use Federal space. The

definition of FTE excludes contractors. These people, though not included in the FTE figure, are housed in Federal space to some extent.

not yield the exact size of the Federal inventory, the project team determined it was important to use a standard set of units for this measurement effort.

Total Square Feet

Definition

The total square feet measure is the total rentable square footage for the Federal domestic inventory. We obtained this information from the Worldwide Inventory Summaries for end of fiscal year 1997.

Baseline Measure

The baseline measure for total square feet is 629,550,000 rentable square feet of office space. The chart below shows the amount of office space and total space in the fiscal year 1997 Federal Worldwide Inventory categorized into owned and leased space (expressed in rentable square feet).

Data Concerns

Agencies report data for the Worldwide Inventory Summaries in gross square feet. The measures in this report are all expressed in rentable square feet. We used a conversion factor of 10 percent to reduce the gross square feet to rentable. While this conversion may

Acknowledgments

We would like to thank the following agencies for participating in the voluntary benchmarking effort that made this analysis possible:

- Department of Agriculture
- Department of the Army
- Department of Commerce
- Department of Energy
- Department of the Interior
- Department of Veterans Affairs
- GSA Public Buildings Service
- Office of Personnel Management

Federal Inventory		Total Federal Space
	Office Space	
Owned	516,150,000	2,672,726,347
Leased	113,400,000	248,051,996
TOTAL.....	629,550,000	2,920,778,343

<http://policyworks.gov/realproperty>

*Governmentwide
Baseline*

*Private Sector
Performance*

Building Profiles

Private Sector Performance

Introduction

Since there are real and considerable benefits inherent in setting performance goals based on comparative benchmarks, the temptation is to rush into setting targets and deriving “magic numbers” for optimal performance. Even if that was the goal of *Governmentwide Real Property Performance Results*, we believe that it would take between 3 and 5 years to establish a reliable and comprehensive real property performance measurement system covering the geographically and functionally diverse portfolios of individually managed Federal agencies.

Our goal is to provide reasonably accurate information that Federal real property professionals can use *now* for strategic planning and asset management purposes. Each Federal landholding agency must decide for itself how its performance rates and which areas need improvement. The preceding Governmentwide Baseline section will give Federal readers an idea of where they stand among their peers. This section provides comparable information from private sector sources.

The purpose of this section is not to suggest that the Government’s real property performance exceeds or falls short of the private sector’s performance. Undoubtedly, some readers will be tempted to draw these simplistic comparisons since we are presenting Government and private sector data for the same indicators between one set of covers. We can only stress that the information in this section is presented for the same reason as the Government data - for the use of individual Federal landholding agencies in the strategic planning and asset management decision-making processes.

Role of the Logistics Management Institute

To provide a context for the estimated Governmentwide baseline, we contracted with the Logistics Management Institute (LMI) to provide private sector performance data on the 7 key performance measures. LMI is a nonprofit organization that has provided management and business improvement services to Federal agencies for approximately 35 years. During the past year, LMI has worked with PBS on GSA’s real

property performance measurement for business areas such as leasing, construction, operations and security.

The private sector data comes primarily from 3 documented sources:

- Building Owners and Managers Association (BOMA) International, Experience Exchange Report (EER)
- Institute of Real Estate Management (IREM) Office Buildings Income/Expense Analysis
- International Facility Management Association (IFMA), Research Report #18 Benchmarks III.

Additionally, LMI used data from the Society of Industrial and Office Realtors (SIOR) to provide information on vacancy rate and cost per square foot (leased), and proprietary corporate data for total square feet, employees housed, and customer satisfaction.

Private Sector Performance Data

The “thermometer” charts in this section graphically display performance data and show a range of desired performance for each measure. This format allows flexibility in making comparisons. Even though organizations with different missions and structures perform similar processes and functions, rarely is there a perfect match during the comparison process. Differences normally occur in the work scope and the level of service provided. For this reason the range is a more realistic measurement and helps compensate for the differences.

The charts present data formatted around the mean value of the sample. The middle ground provides an accurate picture of what a comparable sample for a similar group might be for the same function or service.

LMI relied to the extent possible on the definitions that we provided in the June 1998 *Governmentwide Real Property Performance Measurement Study*. The following series of charts summarizes the LMI private sector research.

Figure 1. Cost per Square Foot (Owned)

Industry Benchmarks

Est. 98 BOMA Range: \$3.15 -- \$4.91

Buildings: 2,922

Rentable Square Feet: 527.1M

Est. 98 IREM Range: \$3.38 -- \$5.51

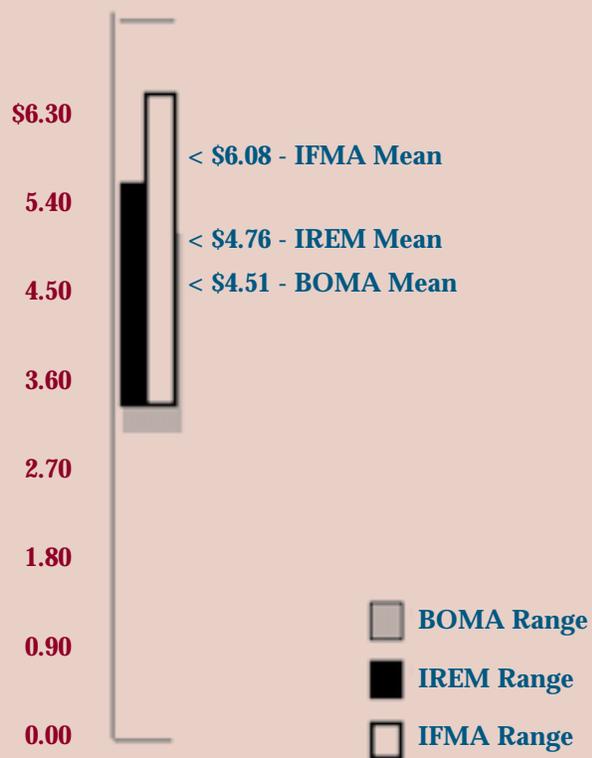
Buildings: 493

Rentable Square Feet: 133.1M

Est. 98 IFMA Range: \$3.38 -- \$6.43

Buildings: 280

Rentable Square Feet: 80.7M



Note:

- Est. 98 BOMA/IREM based on 97 data escalated by 2.3% CPI.
- Est. 98 IFMA based on 96 data escalated by 3.0% and 2.3% CPI.
- Dollars based on rentable sq. ft.

Figure 2 Vacancy Rate

18

Industry Benchmarks

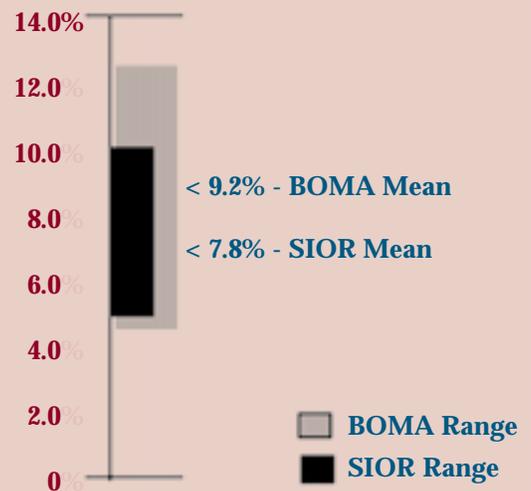
BOMA Range: 4.5% - 12.5%

Buildings: 2,922

Rentable Square Feet: 527.1M

SIOR Range: 4.9% - 10%

Rentable Square Feet: 951.1M



Note:

- Based on 97 data.

Figure 3. Cost per Square Foot (Leased)

Industry Benchmarks

Est. 98 BOMA Range (Downtown):

\$11.77 -- \$19.56

Buildings: 2,922

Rentable Square Feet: 527.1M

Est. 98 SIOR Range (CBD / Class A/B):

\$10.23 -- \$23.53

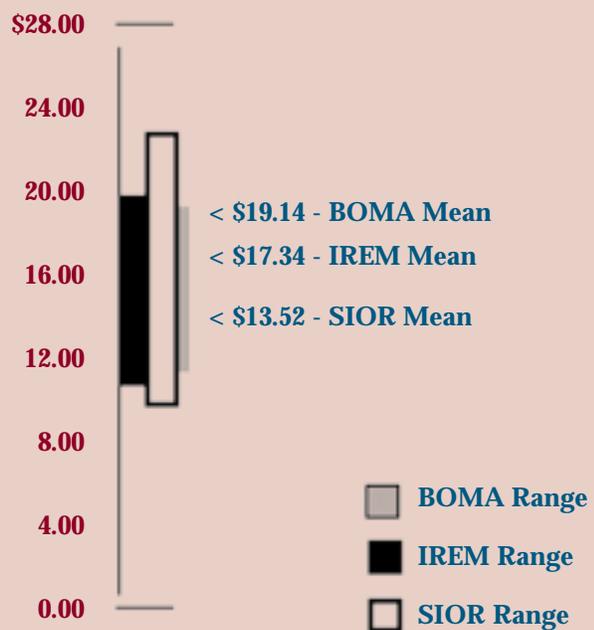
Rentable Square Feet: 951.1M

Est. 98 IREM Range (Downtown):

\$11.25 -- \$20.23

Buildings: 475

Rentable Square Feet: 127.5M



Note:

- Est. 98 based on actual 97 data escalated by 2.3% CPI.
- Dollars based on rentable sq. ft.

Figure 4 Cost per Person (Owned Space)

Industry Benchmarks

Est. 98 BOMA Range: \$1,724 - \$2,501

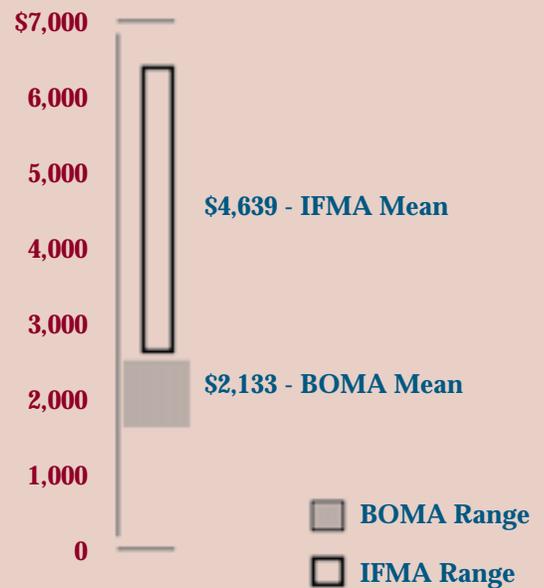
Buildings: 2,922

Rentable Square Feet: 527.1M

Est. 98 IFMA Range: \$2,625 -- \$6,524

Buildings: 239

Rentable Square Feet: 68.8M



Note:

- Est. 98 for BOMA based on 97 data escalated by 2.3% CPI.
- Est. 98 for IFMA based on 96 data escalated by 3.0% and 2.3% CPI
- Dollars based on rentable sq. ft.
- Dollars exclude information technology (IT) and telecommunications

The contractor was unable to provide private sector data that included IT and telecommunications costs, as defined in the Governmentwide measure. This chart represents real estate costs per person if all facilities are owned.

Figure 5 Cost per Person (Leased Space)

Industry Benchmarks

Est. 98 BOMA Range: \$3,319 - \$5,511

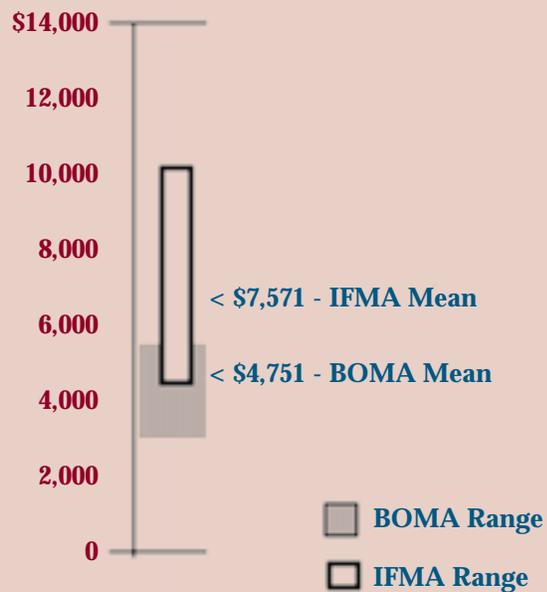
Buildings: 2,922

Rentable Square Feet: 527.1M

Est. 98 IFMA Range: \$4,309 -- \$10,154

Buildings: 239

Rentable Square Feet: 68.8M



Note:

- Est. 98 BOMA based on 97 data escalated by 2.3% CPI.
- Est. 98 IFMA based on 96 data escalated by 3.0% and 2.3% CPI.
- Dollars based on rentable sq. ft.
- Dollars exclude information technology (IT) and telecommunications

The contractor was unable to provide private sector data that included IT and telecommunications costs, as defined in the Governmentwide measure. This chart represents real estate costs per person if all facilities are leased.

Figure 6 Customer Satisfaction

22

Industry Benchmarks

Survey 1 Range: 90% - 95%

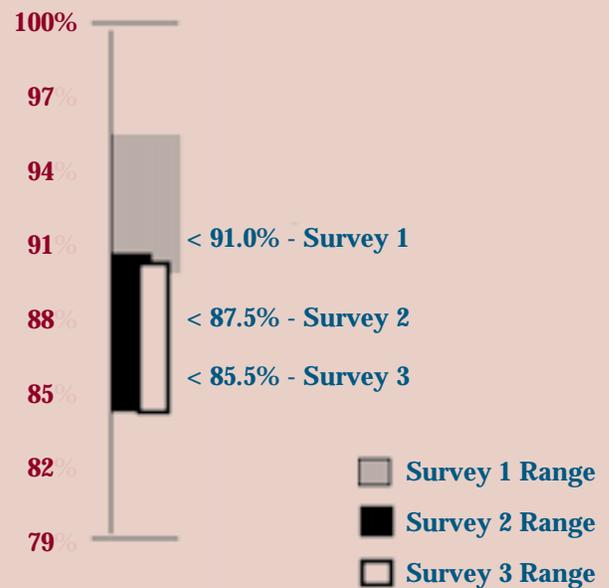
Buildings: 115 (5 organizations)
Office space

Survey 2 Range: 84.5% - 90.5%

Gross Square Feet: 61.6M
Mixed space

Survey 3 Range: 84% - 90%

Gross Square Feet: 29.9M
Mixed space



Note:

Similar to GSA/PBS survey (cleaning, maintenance, grounds, security and management responsiveness).

The scores are based on 3 industry surveys comprising 7 private sector organizations and should not be viewed as representing the overall industry of office buildings. The relatively high scores are attributed to two major factors. First, these organizations have conducted surveys since 1990, and have

benefited from the timely implementation of changes and enhancements to their building services as identified by tenants. Secondly, the class and type of space occupied, type of work performed, management priorities, newness of the buildings, and geographical location of the building influence the scores.

Figure 7 Trend in Total Square Feet in Relation to Employees Housed

Year	GSF	Employees
1997	104,000,000	250,000
1996	105,000,000	241,000
1995	106,000,000	225,000
1994	118,000,000	220,000

Source:

The example is a Fortune 500 technology firm with a real property portfolio of more than 2,000 buildings worldwide.

<http://policyworks.gov/realproperty>

*Governmentwide
Baseline*

*Private Sector
Performance*

Building Profiles

Building Profiles

Introduction

In a publication devoted to graphs, tables and statistical data, there is always the danger of losing track of the reality behind the numbers. The following representative sampling of Federal office facilities complements the preceding analysis by keeping us focused on our purpose. While we all strive to manage our real property assets efficiently and effectively, and to balance maximizing value with socioeconomic considerations, our primary goal is to provide quality facilities and working environments for Federal employees.

Although we limited this initial data collection effort to “generic” office space, the term hardly begins to describe the diverse missions of Federal agencies and the facilities that support them. We selected the following profiles (that begin on the next page) from among the many Federal facilities comprising our sample. We included owned and leased facilities, GSA and agency-controlled space, and locations from all regions of the country.

Thaddeus J. Dulski Federal Building

111 West Huron Street
Buffalo, NY

26

Total Rentable Square Feet:

430,976

Major Occupants:

- Internal Revenue Service
- Department of Veterans Affairs
- U.S. Customs
- Social Security Administration

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration



Age:

Approximately 29 years

Highlights:

The Dulski Federal Building is 16 stories high and is the second largest building in Buffalo. The building sits in the hub of the Federal community, surrounded by many leased buildings, the U.S. Courts and other Federal facilities.

A George Segal historic sculpture - "The Restaurant" - graces the

exterior entrance of the building. The building's design gives every tenant an outstanding view of Lake Erie or the city of Buffalo.

The building honors Thaddeus Joseph Dulski, who was born in Buffalo on September 27, 1915, and served as a U.S. Representative from New York from 1959 to 1974.

Federal Office Building

201 Varick Street
New York, NY

Total Rentable Square Feet:

947,172

Major Occupants:

- Department of Labor
- Department of Veterans Affairs
- Passport Office
- National Archives

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration



Age:

Approximately 69 years

Highlights:

The Varick Street Federal Office Building is a former warehouse building which is located in a mixed zone community on lower Manhattan's western border of Greenwich Village. It has been

converted over the last 20 years into a multi-use facility. The building provides space for a variety of agencies with specialized mission requirements, needs that could not be easily accommodated in other existing Government-owned space.

Robert Duncan Plaza

333 SW First Avenue
Portland, OR

28

Total Rentable Square Feet:

365,582

Major Occupants:

- Department of Agriculture
- U.S. Army Corps of Engineers

Building Type:

Leased

Building Owner:

Marzer Venture



Building Operator:

Melvin Mark Properties

Age:

Approximately 7 years

Highlights:

This property is located in the old town area of the Portland Central Business Area, approximately ten blocks from Portland City Hall. It contains mostly office space and includes a childcare center.

This leased building has won a number of awards:

- 1991 Oregon National Association of Industry and Office Properties (NAIOP) Award of Design Excellence
- 1991 Portland General Electric Energy Edge Award
- 1994, 1995 Office Building of the Year (Pacific NW Region) for a Government Building
- 1994, 1995 Building Owners and Managers Association (BOMA) Pursuit of Excellence Award for a Government Building
- 1995 BOMA Toby Award Government (Government Building Category) Honorable Mention.

John F. Kennedy Federal Government Center

Boston, MA

Total Rentable Square Feet:

857,805

Major Occupants:

- Drug Enforcement Administration
- Equal Employment Opportunity Commission
- Department of Labor
- Health and Human Services
- Immigration and Naturalization Service
- Internal Revenue Service
- Social Security Administration
- Department of Veterans Affairs
- Department of Energy



Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 33 years

Highlights:

The JFK modernization project, initiated in October 1990, was an \$85 million project to renovate the 27-story high-rise building and the four-story low-rise building. Together, the two buildings provide offices to approximately 15 Federal

agencies and house approximately 2,000 employees. The building was entered in the competition for BOMA's TOBY award last year in the renovated building category, but was not selected.

Federal Office Building

290 Broadway
New York, NY

30

Total Rentable Square Feet:

1,068,671

Major Occupants:

- Environmental Protection Agency
- Internal Revenue Service
- Federal Bureau of Investigation

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 4 years



Highlights:

The Federal Office Building at 290 Broadway, commonly referred to as the New Foley Square Federal Building, is a high quality 30-story post modern style building. A second Federal building, the U.S. Courthouse at 500 Pearl Street, was constructed as part of the same project. The two buildings met the expansion needs of the U.S. Courts and provided Government-owned

space for Federal agencies, reducing dependence on leased space in one of the most expensive commercial office leasing markets in the nation.

The New Foley Square Federal Building has won the following awards:

- BOMA/NY - 1994/95 New Construction Award

- Small Business Administration Award
- 1994 GSA design award - Children's Interpretive Project on the African Burial Ground

The New Foley Square Federal Building and the U.S. Courthouse together have won the Professional Women in Construction Award and the Department of Energy Award.

Western Management Development Center

3151 S. Vaughn Way
Aurora, CO

Total Rentable Square Feet:

33,174

Major Occupant:

Office of Personnel Management

Building Type:

Leased

Building Owner:

Cherry Creek Place Associates III

Building Operator:

Larken Inc.

Age:

Approximately 16 years



Highlights:

The Office of Personnel Management (OPM) leases 33,174 square feet or 34 percent of the 96,742 square foot facility located in Aurora. OPM's Western Management Development Center is located near the "mile high" city and a short distance from the new airport serving Denver.

The training center provides full services to attendees. Employees are

housed at an adjoining hotel, and have access to the in-house dining area, a restaurant, employee lounge, and nearby athletic center. Located on floors number two and three across the parking area is the fully-equipped office building with meeting rooms, student lounge/break areas, computer lab, library, and duplication center.

Federal Building and U.S. Courthouse

46 East Ohio Street
Indianapolis, IN

Total Rentable Square Feet:

359,111

Major Occupants:

- U.S. Courts (District and Bankruptcy)
- U.S. Attorneys
- U.S. Probation
- U.S. Marshals Service
- Occupational Safety and Health Administration

Building Type:

Government-owned



Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 96 years

Highlights:

The building site was purchased in 1900 for \$626,000. The building was completed in September 1905 to accommodate 925 federal employees. Originally, the facility provided courtrooms and associated spaces for the U.S. District Court for Indiana; it also housed a Post Office. An

addition to the building extended the classical facade around the north side and provided an appropriate elevation facing the important six block long, Beaux Arts inspired Indiana War Memorial Plaza, terminated at the north by Paul P. Cret's 1917 classical revival

design, the Indianapolis Public Library.

This structure is an excellent example of the Classical Revival style of architecture that was popular for public buildings at the turn of the century.

Claude Pepper Federal Building

51 Southwest First Avenue
Miami, FL

Total Rentable Square Feet:

256,882

Major Occupants:

- Internal Revenue Service
- U.S. Bankruptcy Courts
- Social Security Administration
- Consular Affairs

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration



Age:

Approximately 34 years

Highlights:

By an act of the United States Congress, the Federal Building at 51 Southwest First Avenue in Miami, Florida, has been named the Claude Pepper Federal Building. The building was constructed in 1964 at a

cost of \$5,844,000 and rises 225 feet (16 floors) above the ground. Renovations now being completed will improve the building's accessibility and upgrade fire alarm and sprinkler systems.

Federal Building Courthouse Annex

801 Broadway
Nashville, TN

Total Rentable Square Feet:

256,510

Major Occupants:

- Department of Veterans Affairs
- U.S. Army Corps of Engineers
- U.S. Courts
- U.S. Attorneys

Building Type:

Government-owned

Building Owner:

General Services Administration



Building Operator:

General Services Administration

Age:

Approximately 46 years

Highlights:

The Federal Building Courthouse Annex is located only blocks from the famous Nashville “Music Row”. The building is strategically located within blocks of the waterfront and centrally located between the new

business district and the old business district. The building is 100% occupied. An underground tunnel connects the parking facility with the annex and is used by the U.S. Marshals to transport prisoners.

U.S. Courthouse

West 904 Riverside Avenue
Spokane, WA

Total Rentable Square Feet:

117,220

Major Occupants:

- Internal Revenue Service
- U.S. Attorneys
- U.S. District Courts

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration



Age:

Approximately 32 years

Highlights:

The U.S. Courthouse is strategically located in downtown Spokane adjacent to the old historic Federal Building and U.S. Post Office. The Spokane River Falls are located directly across the street.

At the suggestion of the Spokane County Democratic Central Committee, Rep. Jim McDermott is proposing to rename the nine-story structure the “Thomas S. Foley Federal Building.”

Theodore Levin U.S. Courthouse

231 Lafayette Street
Detroit, MI

Total Rentable Square Feet:

554,459

Major Occupants:

- U.S. District Courts
- U.S. Marshals Service

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 66 years



Highlights:

Federal authorization and planning for the U.S. Courthouse occurred during the presidency of Herbert Hoover. The building's overall impression is one of Neo-Classical Revival with Modernistic traits. Construction began in April of 1932 and the completed building opened in

March of 1934. On November 2, 1994, the U.S. Congress approved an act to designate the courthouse as the "Theodore Levin United States Courthouse."

In 1932, the existing Rococo Italian marble courtroom in the soon to be

demolished old Postal Building was disassembled, numbered, stored in a warehouse, and then reconstructed in the new Courthouse in 1934. The unique nature and cost of that effort led to its designation as "The Million Dollar" courtroom. It remains an actively used facility.

Federal Building

2306 E. Bannister Rd.
Kansas City, MO

Total Rentable Square Feet

398,514

Major Occupant:

Internal Revenue Service

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 45 years



Highlights:

This facility is situated at the south end of the city's eastside. The building was constructed in 1953. The building is a one-story steel frame structure with exterior walls made of masonry block backing with brick veneer. The building was originally constructed for warehouse use.

The General Services Administration

has made significant renovations to upgrade portions of the building for office and related use. Building 2306 provides space for an Internal Revenue Service National Service Center. The building is located on a 38-acre site that also includes 2312 East Bannister Road, which houses the National Archives and Records Administration.

Old Post Office

815 Olive Street
St. Louis, MO

Total Rentable Square Feet:

196,751

Major Occupants:

- Social Security Administration
- Small Business Administration

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 125 years



Highlights:

The U.S. Custom House and Post Office, now known as the Old Post Office, occupies an entire city block in downtown St. Louis. Construction began in 1873 and the building was formally dedicated on March 14, 1884. Originally built to house all Federal offices in the growing city, the building has served as a U.S. Post Office, Custom House, U.S. Courthouse, and Subtreasury. It has

also housed departments such as Steamboat, Lighthouse, and Post Office Inspection Offices, offices of the Internal Revenue Service, the U.S. Army Corps of Engineers, military recruiting offices and congressional offices.

Built in the post-Civil War era of growth and extravagant elegance, the building is important for three reasons:

- It serves as an excellent example of the Second Empire style, which was very popular immediately following the Civil War.
- Its original construction details are noteworthy as representative of late 19th Century technologies.
- It represents a vanishing type of Federal architecture in a substantial state of preservation.

U.S. Custom House

423 Canal Street
New Orleans, LA

Total Rentable Square Feet:

209,614

Major Occupant:

Department of Agriculture

Building Type:

Government-owned

Building Owner:

General Services
Administration

Building Operator:

General Services Administration

Age:

Approximately 149 years



Highlights:

The story of the Custom House's architects is complicated and interwoven with the story of the building's construction over a thirty-three year period. In 1845, Congress authorized five hundred dollars to plan a new Custom House. The partially completed building was first occupied in 1856, when the U. S. Customs Service moved into the first floor. The Postal Service moved into

the Custom House in November 1860, and the building served as the city's main post office through the remainder of the nineteenth century. In terms of significance, one interior space is worthy of special note. In the center of the building on the second floor is an immense room ninety-five by one hundred twenty-five feet by fifty-four feet in height, known as the Marble Hall.

Federal Building

911 Northeast 11th St.
Portland, OR

Total Rentable Square Feet:

266,750

Major Occupants:

- Bureau of Indian Affairs
- Bonneville Power Administration
- Fish and Wildlife Service

Building Type:

Government-owned

Building Owner:

General Services Administration



Building Operator:

General Services Administration

Age:

Approximately 44 years

Highlights:

The Portland Federal Building won the 1994 Office of the Year award in the BOMA government category. The building was renovated in 1989.

Old Federal Office Building

909 First Avenue
Seattle, WA

Total Rentable Sq. Feet:

249,525

Major Occupants:

- Equal Employment Opportunity Commission
- Department of Housing and Urban Development
- National Park Service



Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 67 years

Highlights:

The Old Federal Office Building (FOB) was designed in 1930 and constructed in 1931-1933 for a budgeted cost of \$2,375,000. The significance of the FOB is based on its history and architecture. The building, located in Seattle's downtown waterfront neighborhood, is a landmark in the city's Central Business District. It was the first building specifically designed for

Federal offices in Seattle. The FOB was also one of the first Art Deco-styled Federal buildings to be designed by the Office of the Supervising Architect of the Department of Treasury. The building's distinctive stepped massing, brick facades and Art Deco ornamentation are part of Seattle's architectural character.

The building site is also associated

with the great Seattle Fire of 1889. The fire began across the street at the northeast corner of Front and Marion Streets. It destroyed over 64 acres and 58 blocks of the city's commercial center that were subsequently rebuilt with the fire-resistant masonry structures that characterize Seattle's Pioneer Square Historic District. In 1974, the Start of the Seattle Fire Site was placed on the State Register of Historic Places.

Department of Energy Germantown Complex

19901 Germantown Rd.
Germantown, MD

Total Rentable Square Feet:

1,040,073

Major Occupant:

Department of Energy

Building Type:

Government-owned

Building Owner:

General Services
Administration



Building Operator:

Department of Energy

Age:

Approximately 42 years

Highlights:

The Germantown Complex is situated on 99 acres of land purchased in 1956 from W.O. Dosh. The complex was approved to house the U.S. Atomic Energy Commission.

The Government determined that the location and the type of structures to be constructed in the complex would afford reasonable

protection against blast effects of a thermonuclear weapon in the event of an attack on Washington, DC. The location was also easily accessible to the Congress and the Executive Branch.

President Eisenhower dedicated the Germantown building on November 9, 1957, by unveiling a

plaque and officiating in laying the cornerstone. Power for the ceremony was drawn from batteries charged by nuclear reactors. Four rolls of 16mm microfilm, containing 9,000 pages of historical documents on atomic energy, were placed inside the cornerstone.

General Services Administration Regional Office Building

7th & D Streets, SW
Washington, DC

Total Rentable Square Feet:

827,436

Major Occupants:

- GSA, National Capital Region
- Department of Education

Building Type:

Government-owned

Building Owner:

General Services Administration



Building Operator:

General Services Administration

Age:

Approximately 65 years

Highlights:

During the tenure of Lt. Col. U.S. Grant, III, as Director of the Public Buildings and Public Parks of the National Capital (1925-33), many Federal buildings were built in the District including the Federal Warehouse, now known as GSA's Regional Office Building.

In 1929, President Hoover approved a bill authorizing construction of the Federal warehouse to permit centralized purchasing and distribution of supplies to agencies. The final plans called for a reinforced concrete building approximately 250 feet square and 90 feet

high with 7 stories and a basement.

The Federal warehouse was constructed in 1933. In 1960, the building was converted to office space. The building has an exceptional floor load capacity of 200 pounds and is in close proximity to Capitol Hill.

James Forrestal Building

1000 Independence Avenue, SW
Washington, DC

Total Rentable Square Feet:

1,754,655

Major Occupant:

Department of Energy

Building Type:

Government-owned

Building Owner:

General Services
Administration



Building Operator:

Department of Energy

Age:

Approximately 29 years

Highlights:

The James Forrestal Building, named for the first Secretary of Defense, was designed and constructed specifically for the Department of Defense. Congress authorized its construction in 1961. In 1965, President Lyndon B. Johnson renamed the new Federal Office Building #5 the James Forrestal

Building. In April 1969, various organizations from the Department of Defense moved into the new building.

On August 3, 1977, the James Forrestal Building was selected as Headquarters for the newly established Department of Energy

(DOE). James R. Schlesinger, then Secretary of Energy, directed that movement of personnel would begin on April 28, 1978, with his immediate office and 200 DOE employees. Formal DOE operations at Forrestal commenced on May 1, 1978.

Old Post Office

1100 Pennsylvania Avenue, NW
Washington, DC

Total Rentable Square Feet:

356,235

Major Occupant:

National Foundation on the Arts
and the Humanities

Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 108 years



Highlights:

The Old Post Office Pavilion is dedicated to 45% retail outleasing. The story of the Old Post Office is a story of survival. When completed in 1899, it stood out as a symbol of prestige and technical innovation for the Federal Post Office Department. At the turn of the century, it was the

largest Government building in the District of Columbia, and the first clock tower. It was the city's first modern "skyscraper," over 12 stories tall, with a steel frame covered by a skin of granite to make it fireproof. Its electric power plant, capable of running 3,900 lights, was the first to

be installed in the city. The building is a fine example of Richardsonian Romanesque Revival architecture, a style in vogue at the time, and its courtyard remains one of the largest uninterrupted interior spaces in the city (99 feet wide by 184 feet long and 160 feet high).

U.S. Custom House

2nd and Chestnut Sts.
Philadelphia, PA

Total Rentable Square Feet:

420,112

Major Occupants:

- U.S. Customs Service
- Food and Drug Administration
- National Park Service
- Bureau of Alcohol, Tobacco and Firearms
- Department of Labor
- Bureau of Prisons
- Department of Agriculture

Building Type:

Government-owned



Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 66 years

Highlights:

The Custom House opened on November 10, 1934. Construction cost was approximately \$3,500,000. Distinguished by richness of materials, by the quality of its design, and by a decorative program by a major local artist, the Custom House is a fitting architectural monument to Philadelphia's status as a major port.

Where Federal buildings often repeated a conventional scheme with minor variations, the form of the Custom House stands out for its boldness and originality. Most striking of all is the building's tapered tower, the apex of which housed a powerful beacon light. By far the tallest building on the waterfront area,

the Custom House continues to reveal its design inspiration by night: a symbolic lighthouse keeping watch over the port of Philadelphia. The Custom House is a contributing resource in the Independence National Park National Register District, and has won the Award for Excellence in Historic Preservation.

Corporate Square

10, 11, 12 Corporate Square
Atlanta, GA

Total Rentable Square Feet:

164,070

Major Occupant:

Centers for Disease Control

Building Type:

Leased

Building Owner:

Hallwood Real Estate Investors Fund

Building Operator:

Hallwood Commercial Real Estate

Age:

Approximately 29 years



Highlights:

Corporate Square is centrally located at the Northeast quadrant of North Druid Hills Road and Interstate 85. The property is easily accessible to all major centers in the Atlanta metropolitan area.

Since April 1993, the Corporate Square Building Complex has housed two very high profile

programs run by the Centers for Disease Control, Department of Health and Human Services: the National Immunization Program, and the National Center for HIV, STD, and TB. The leased area is predominantly office space with supporting conference and library areas.

901 Market Street

901 Market Street
San Francisco, CA

Total Rentable Square Feet:

70,819

Major Occupants:

- Department of Justice
- Federal Trade Commission
- Equal Opportunity Commission
- Federal Labor Relations Authority
- Federal Energy Regulatory Commission
- National Labor Relations Board

Building Type:

Leased



Building Owner:

Lurie Company

Building Operator:

Lurie Company

Age:

Approximately 86 years

Highlights:

Since 1992, the third and fourth floors of 901 Market Street have housed several Federal tenants in the San Francisco area. The building, uniquely equipped with a central atrium that overlooks the main floor,

is located in a heavily commercial area of downtown, readily accessible to all amenities. The space is comprised of office space with supporting conference rooms and library.

Fritz G. Lanham Federal Building

819 Taylor Street
Fort Worth, TX

Total Rentable Square Feet:

729,083

Major Occupants:

- General Services Administration
- Department of Defense
- Social Security Administration



Building Type:

Government-owned

Building Owner:

General Services Administration

Building Operator:

General Services Administration

Age:

Approximately 32 years

Highlights:

The Fritz G. Lanham Federal Building in Fort Worth, Texas, dedicated on September 17, 1996, was named in memory of Fritz Garland Lanham, a Representative from the State of Texas from 1919 to 1947. This building stands out among other

downtown buildings with its black spandrel glass. The exterior of the building is constructed of marble and granite standing 14 stories high with a basement and penthouse. The building houses the regional offices of many Federal agencies. During the 1966 dedication Congressman

James C. Wright Jr. of Texas remarked that the building “represents the Government of the United States - the freest, most approachable and most responsive instrument of public will ever to serve and bless a land under Heaven’s canopy in the history of the human race.”



Governmentwide Baseline



Private Sector Performance



Building Profiles

Observations and Recommendations

Observations from the Data

1. When reviewing this publication, please keep in mind that this is a voluntary benchmarking effort, not a budget document. The results presented in this document represent an analysis, not an audit.
2. Another important consideration (especially for cost per square foot owned, vacancy rate, and cost per square foot leased) is that the baseline numbers are expressed as national averages. When making comparisons to local portfolios or individual facilities, geographic cost differentials should be considered.
3. We were pleased at the extent of non-GSA participation in the benchmarking project. Over 31 percent of the sample data came from non-GSA facilities. According to the Worldwide Inventory, agencies other than GSA control approximately 60 percent of the Government's office space, so there is still room for improvement in non-GSA participation.
4. We found that agencies were able to supply information on owned facilities more readily than leased facilities. This bias toward collecting owned data resided as much in the project team as in the subject agencies.
5. Regarding cost per square foot (owned), the analysis indicates that Governmentwide performance tends toward the lower end of the private sector range of performance. Given the size and age of the Federal office inventory, this is an impressive finding and indicates good asset management.
6. Regarding vacancy rate, Governmentwide performance tends towards the higher end of the private sector range of performance. This may be an indication of the early stages of downsizing, since pockets of vacant space cannot be easily consolidated for disposal. This is consistent with conclusions drawn in a report entitled *Impact of Federal Downsizing on Real Property* that we published on our web site <http://policyworks.gov/realproperty> earlier this year.
7. Regarding cost per square foot (leased), Governmentwide

performance tends towards the higher end of the private sector range of performance. This may reflect a greater dependence on leased space in recent years due to a lack of capital investment funding, but a stronger explanation may be the disproportionate amount of leased space in our sample located in the high cost Washington, DC rental market.

8. Regarding cost per person, the data is very sketchy in both the public and private sectors. We propose a formal benchmarking project to refine the baseline estimate. However, the available data suggests comparability between Government and corporate costs.
9. Regarding customer satisfaction, the comparison is somewhat questionable because of the different measurement instruments involved. Ignoring that issue, it appears that Governmentwide performance is comparable to private sector performance, which is notable given that older Government facilities must compete with newer private sector buildings in key customer (tenant) satisfaction areas such as

temperature control and air circulation.

10. Regarding total square feet and employees housed, these are statistics presented to provide a context. We explored the relationship between these variables in depth in our *1997 Office Space Use Review*.

Quality of the Data

In collecting the data used in this analysis, we made every effort to:

- Clearly define each performance measure and what it includes.
- Translate square feet into a common denominator of rentable square feet.
- Translate dollar amounts into a common denominator of 1998 dollars.

Although we used the same conversion and inflation factors consistently, this data transformation necessarily modifies data from the original sources. Also, we must accept data from various Federal information systems as accurate, since we cannot crosscheck data entry. In spite of these limitations, we still believe the data analysis is useful and valid.

We discuss indicator-specific data



problems in the Governmentwide Baseline section. Some other issues relating to the data collection are:

The sampling of facilities was not as scientific as we originally envisioned. We thought that we might put together a “representative sample” of Federal office facilities that mirrored the agency makeup represented in the Worldwide Inventory. In reality, the team accepted whatever it could get in the way of performance data. This makes the baseline more of an initial sampling rather than a truly representative baseline.

We necessarily were dealing with many different information systems. This presented various challenges, such as dealing with different definitions of office space and prorating overall inventory operating costs over the office space portion of the inventory.

Due to the renovation project, we were unable to include the Pentagon in our sample. Future editions of *Performance Results* will hopefully benefit from the inclusion of data from, not just the Pentagon (the largest single Federal office building), but also the newly-constructed and occupied Ronald Reagan Building in Washington, DC (the second largest).

The Governmentwide baseline relies disproportionately on GSA building data. GSA buildings comprise just under 70 percent of the data sample, as compared to a 40 percent share of Governmentwide office space as reported in the Worldwide Inventory. However, as mentioned earlier, the extent of non-GSA participation in this initial voluntary benchmarking effort exceeded our expectations.

Recommendations and Next Steps

Although customer feedback will be the ultimate judge, we feel that our Governmentwide performance measurement initiative for the real property function has been worthwhile. Following are some recommendations and potential next steps:

- We have received interest in the voluntary benchmarking effort from other governments (we even received data from the Canadian Federal Government). Although this is beyond the original scope of our effort, if there is sufficient interest we might issue a supplemental international version of *Performance Results*.

- We should convene a working group by March 1999 to review and refine the process, and to add or delete measures. The group can also determine the right timeframe for the data call in support of the follow-up 1999 edition of *Performance Results*. Although the late summer 1998 data collection timeframe conflicted with agency budget preparation activities, it did assure the most timely data for the 1998 analysis.
- We propose to lead a formal benchmarking study on **Cost per Person** as discussed earlier.
- As we discussed at our agency meeting on the *Governmentwide Real Property Performance Measurement Study* in March 1998, we continue to encourage agencies to submit more detailed performance data to BOMA as part of the government sector analysis in their annual Experience Exchange Report.

Notes



Publications Survey

Please take a few minutes to complete this survey so we may better serve our customer's needs.

1. The publication is of interest to you.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

2. The publication format provides easy access to matters of interest to you.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

3. The publication addresses issues which are of value to you in your position.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

4. Access to detailed comments is necessary because the Executive Summary does not provide sufficient information.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

5. The information provided in the publication is fair and impartial.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

6. The publication is an appropriate length.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

7. The publication is easy to understand.

Strongly agree _____ Agree _____ Disagree _____ Strongly disagree _____

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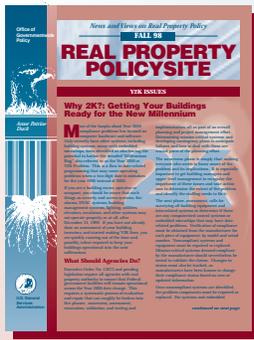
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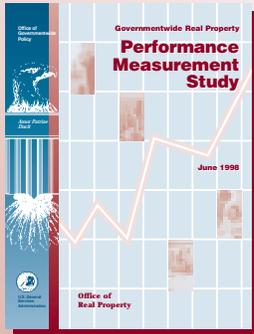
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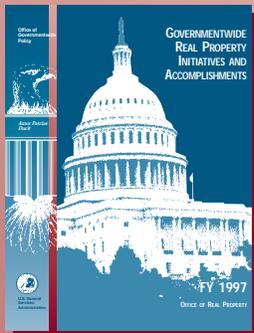
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